

**Chapter 8**  
**Management**  
**Essentials**

## Case Study *A Good Crew and Smooth Sailing*

**U**ptown Grille prides itself on its diverse work staff. Of the local restaurants, it has the largest number of minority and female employees. As Linda has seen, though, this diversity can create some challenges. And now it's time for the staff's performance appraisals.

Linda was aware of some difficulties Katrina, the hostess, and Manuel, a buser, were having but it wasn't until the appraisal process that she learned the extent of the difficulties. Katarina is from Poland and Manuel is from Brazil, and cross-cultural issues have been the primary cause for these difficulties. Linda realizes that she needs to get Katarina and Manuel to work together as a team and to respect each other. To do this, Linda sits down with both of them to review the restaurant's mission statement and code of ethics. Linda also intends to use the seven-step problem-solving method to help Katarina and Manuel work more closely.

Although no other personnel problems currently exist, after completing the performance appraisals, it becomes clear to Linda that she needs to hire an additional line cook and that it's time to cross-train line cook Michael so that he can soon be promoted to sous chef.

As you read this chapter, think about the following questions:

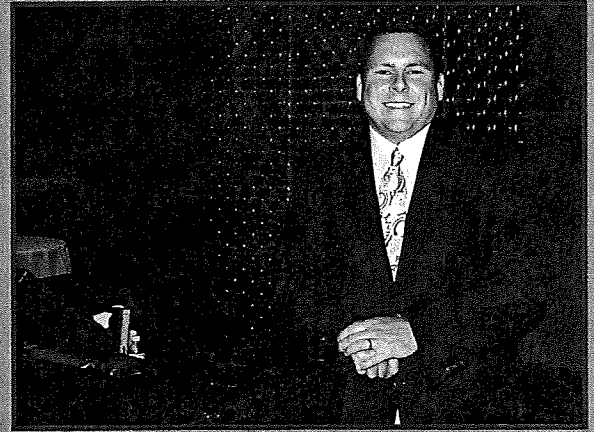
1. How can using the seven-step problem-solving method help Katarina and Manuel work together more closely?
2. What can Linda do to help foster a spirit of diversity and respect in the workplace?
3. How can using performance evaluations help the staff of Uptown Grille to become stronger and more professional employees?
4. How can Chef Jean and Linda help Michael become an effective manager after his promotion?

## Jeff Cook

Dream Dance Steak,  
General Manager

Potawatomi Bingo Casino

My hospitality life started as a 16-year-old kid pushing 150 pounds of freshly ground beef from the butcher to the bar where I worked every weekend in the summer. That turned into six days a week to put myself through college. When it came time to choose



between a nonpaying internship or managing the bar, my career path was finalized.

After seven years at the best burger bar in Wisconsin, I became part owner of a sports bar where I had the pleasure of seeing the Badgers win multiple Rose Bowls and the Packers win a Super Bowl. Everyone thinks the Super Bowl must have been the highlight of running a sports bar, but for me it was the NFC Championship the week prior. The game started at noon and the bar was slammed by 10:30 a.m. By 4 p.m., there was a conga line of fans going around the outside of the bar. If I could make guests that happy every day, I would probably be retired by now.

I joined Potawatomi Bingo Casino's Food & Beverage team in 2003 after 18 years in the family-owned bar business. Although my educational background isn't specifically related to the hospitality industry, the management skills I learned studying corporate fitness have been beneficial in the casino setting. During my six years in the department, I have overseen five of its six restaurants, including opening one of them during our expansion. In September 2009, I became the general manager of Dream Dance Steak, Potawatomi Bingo Casino's four-star, four-diamond steak house.

Whether I'm running a bar or an upscale restaurant such as Dream Dance Steak, there are a few missions I keep in mind.

“First, hire the personality and then teach the skill.”

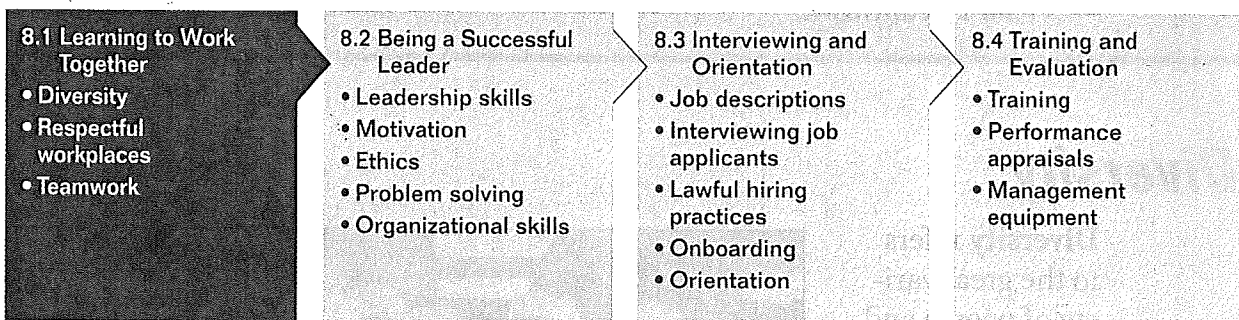
In this industry you must genuinely be a people person. The second is progress, not perfection. To the critical eye, there is always room for improvement, but if you are getting better every day you will be successful. Lastly, as managers we are not judged by our ability, but by the ability of our team. For example, when the casino expanded, my goal was to fill the new management positions with my team members. Two years later, my team had the most team members in management positions.

### About Management Fundamentals

To be successful in business, you need knowledge of the basic fundamentals—in this case, the fundamentals of management. As managers, you will have to counsel team members. Some managers use counseling as a disciplinary tool, but

it should be used as a teaching tool. First, all counseling should be done in private, and if you have another manager in the restaurant, have that person in the room as a witness. Team members generally know what they've done incorrectly and will be defensive, so start by asking what they could have done differently. Then recite back to them what they did and how they should handle the situation the next time it occurs, so that they understand completely. Remember, you are teaching and the goal is to change the action to the desired outcome in the future. If your team members feel comfortable that you are trying to help them, not punish them, as they leave they will thank you. I've taught all my managers to listen for a thank-you after every counseling session.

Getting the thank-you is important because team members respect managers who are genuinely trying to help them improve. When your team members respect you, they view you as more than a manager—they view you as a leader. Manager is a title you are given, but when you become a leader, the title is earned.



## SECTION 8.1 LEARNING TO WORK TOGETHER

The world of work is very different from the world of school. While you may not get a grade based on how well you do a job, your performance at work will determine whether or not you get a raise or promotion. Employers will be watching closely to see if you are the kind of employee they want to give additional responsibilities and money to.

Another difference between the classroom and the “real world” is that if your performance or attitude is poor, an employer can fire you. If this happens, you will need to find another job, but it will be difficult without a good reference from your last employer.

When you enter the world of work, even as a part-time employee, you are expected to follow guidelines of professional, adult behavior. These guidelines help all employees work well together and contribute to the success of the organization. Qualities that employers expect to find in successful employees are really a matter of common sense. Remember that, as part of a team, not only is your employer relying on you but so are your teammates.

## Study Questions

After studying Section 8.1, you should be able to answer the following questions:

- What is the difference between school and workplace environments?
  - How do stereotypes and prejudices negatively affect people's ability to work together?
  - What are the benefits of diversity to a workplace?
  - How can diversity be promoted in the workplace?
  - What is a harassment-free environment and mutually respectful workplace?
  - What are the guidelines for handling harassment claims?
  - What is teamwork?
- 

## Diversity

**Diversity** refers to the great variety of people and their backgrounds, experiences, opinions, religions, ages, talents, and abilities. In a diverse environment, people must learn to value and respect others, no matter how different they are. Figure 8.1 shows a diverse workplace.

This is a culturally diverse world, and everyone should

expect to meet people who are different in many ways. People in high school now will be a part of the workforce in the 21st century—a century that will be characterized by greater diversity than ever before.



**Figure 8.1:** Diversity in the workplace is a reflection of the changing marketplace. Diversity in the workplace maximizes the potential of all employees.

## Stereotypes and Prejudice

**Stereotypes** are generalizations that individuals make about particular groups that assume that all members of that group are the same. Stereotypes are hard to change since they are usually not based on actual experience. Stereotypes take a lot of contrary experience to alter. All people are hurt by stereotyping—those who are inappropriately labeled by stereotypes, and those who think stereotypes are true. People who believe in stereotypes—either positive or negative—are cheated out of genuine relationships with people; this will cloud their personal and business judgment in untold ways.

Stereotypes produce prejudice or bias. **Prejudice** is a general attitude toward a person, group, or organization on the basis of judgments unrelated to abilities. Some people are brought up in an environment where they learn to like certain people and groups, and dislike others. Sometimes the prejudice comes from personal experience, and sometimes from the lessons taught by family members and other adult role models. **Bias** is a tendency toward a particular perspective or idea based on prejudice.

On the other hand, many groups of people do have common beliefs, such as religion, or share common ways of acting. These groups have **cultural tendencies** to do some things based on their beliefs and their habits. In contrast, stereotypes do not distinguish between what a group of people may tend to do or believe and what an individual does or believes.

Because there are many different groups of people employed in restaurant and foodservice operations, managers want to set a climate in which employees honor cultural tendencies and break down stereotypes. Building a team that works well together means helping everyone understand and value the strengths that each individual brings to work and exposing prejudice and stereotypes as the problems that they are. If a manager fails to do this, there will be many negative and, often, legal consequences. Allowing prejudiced and biased behaviors creates a hostile working environment for employees that can result in anger, distrust, frustration, violence, and possibly lawsuits.

In the restaurant and foodservice environment, prejudice and stereotyping have no place. Unfortunately, they are as alive and well here as they are in the broader society. People who do not want to work with a person from another culture, race, religious group, or specific gender are caught in habits and beliefs that run counter to honoring diversity and often are contrary to law. This is something that managers cannot tolerate. Managers need to expose prejudice and bias whenever they occur and set the expectation that they will not be tolerated in the workplace.

If managers allow harassment, employees will learn it is acceptable to treat each other as less than equals and colleagues. It also opens the door for the development of a culture of distrust and frustration—the opposite of what anyone wants in an operation. If employees do not feel trusted or welcome, they will not work hard, their productivity will fall, and their willingness to help each other will decrease dramatically. The lower the morale, the higher the chances for conflict and turnover.

Since discriminatory treatment in many cases is illegal, allowing it to happen in an operation opens the manager to the possibility of a complaint, investigation, or possible lawsuit.

Building a work environment in which people are honored for their contributions makes a real difference in an operation. It is important for employees to know that they are not being judged by personal characteristics—such as race or sex; their membership in some group, their similarity to the manager, or even to the majority of employees. To promote this culture of mutual respect and realize the benefits of diversity, a manager needs to help break down the stereotypes that people hold and manage activities that impact diversity. There are a number of activities that can help break down stereotypes:

- Recruit a diverse work group.
- Increase cross-cultural communication among employees by having employee events, where people share food from their cultures and have an opportunity to socialize.
- Provide world maps that show where people are from.
- Use workshops to increase communication skills.
- Educate employees about diversity and discrimination through diversity and sensitivity training.
- Set and communicate expectations for positive behavior from guests to vendors to other employees.
- Hold employees accountable.

[fast fact]

**Did You Know...?**

McDonald's has the largest number of minority and female franchisee owners/operators in the quick-service industry. The company estimates that 37 percent of all U.S. owners/operators are minorities or women.

Source: <http://www.mcdonalds.com/usa/work/diversity.html?DCSext.destination=http://www.mcdonalds.com/usa/work/diversity.html>

## Modeling

Assembling a diverse staff is not enough on its own to encourage positive cross-cultural interaction. Individual managers can do many things to help employees of all cultures feel comfortable in an operation. One of the most important is **modeling** the behavior expected from employees. When a manager participates in teasing, joke-telling, or other behaviors that show he or she tolerates or even encourages stereotyping and discrimination, it sends the message that these behaviors are acceptable. In contrast, demonstrating how to encourage and honor diversity goes a long way toward establishing a hospitable and welcoming environment for all employees.

## Benefits of Diversity

Providing a welcoming environment for employees is a way to encourage each person to do his or her best. A manager has a commitment to all employees to value the quality of their work, to make their working situation hospitable, and to recognize the benefits of diversity. This welcoming environment also should extend to guests and vendors.

Creating an environment that values all people has many benefits beyond fulfilling legal obligations. Encouraging and honoring differences can mean a larger and higher-quality labor pool, a more enjoyable and productive environment, improved public relations, and ultimately, more guests. It is also the right thing to do in a cultural environment that increasingly recognizes the importance of protecting people from discriminatory treatment and honoring individual differences.

### **Creates a More Enjoyable and Productive Environment**

A broad, diverse workforce means that employees with different backgrounds will look at the same situations and challenges from a variety of viewpoints. These diverse views can lead to a more productive work environment and more creative problem solving, an especially valuable service in the fast-paced environment of most restaurants.

Employees with different backgrounds can contribute their talents and be recognized for making a difference. In addition, all employees can learn from one another and appreciate the value of different ethnic, racial, and cultural backgrounds. Sometimes, this learning translates to helping with the dietary requirements of some guests. Sometimes, it means recognizing different ways of celebrating cultural beliefs, and sometimes it means just learning about the lives of coworkers so that everyone enjoys and respects each other more fully. All of these benefits contribute to creating a positive workplace.



### **Attracts More Customers**

Recruiting and hiring people from a range of areas, especially the local community, can help an operation build a staff that mirrors the community. This practice often builds new business from customers who feel more comfortable patronizing establishments where the staff is drawn from their community or who want to support diverse businesses.

Another benefit is the publicity about the operation. Word will get around quickly that it is an equal opportunity employer that hires from the community, and soon people will be asking for work.

### **Becomes an Employer of Choice**

When an operation values diversity and demonstrates it by hiring a diverse staff, more people will likely seek employment in such a positive environment. When there are persons of many ethnic heritages working in and patronizing an operation, the person who comes from a relatively small minority will feel less unusual. Potential employees (and guests) will recognize diversity and will feel more comfortable about seeking employment in the operation. For all these reasons and other business benefits, promoting an environment in which diversity is encouraged and honored helps potential job seekers view an operation as a viable place of employment.

With a wider range of potential employees to consider, the labor pool increases, and so do the chances of finding good employees. Given the difficulty of finding qualified employees and the high rate of turnover in the industry, any program that improves the quality of the labor pool is worth pursuing.

### **Improves Legal Protection**

Promoting diversity helps managers fulfill legal requirements and better position an operation to defend against any claims of illegal discrimination. If a manager finds him- or herself with a complaint, a history of positive policies, processes, and actions can provide a strong defense.

### **Cross-Cultural Interaction**

Encouraging positive **cross-cultural interaction**, or meaningful communication among employees from diverse cultures and backgrounds, helps break down stereotypes and prejudices and improves the workplace environment. There are many ways to develop cross-cultural diversity and communication skills:

- **Participate in diversity and sensitivity training:** Diversity training sessions help people overcome their fears and unfamiliarity of other cultures, especially if the training is a reward or enrichment rather than a punishment for

violating diversity policies. In some operations, the manager conducts ongoing diversity training by learning and then sharing facts about the customs, languages, and habits of the cultures of different employees. By doing this, managers can demonstrate that differences are fun to learn about and not something to be ashamed of, hidden, or feared.

- **Model behavior:** Managers must be a positive role model for employees when it comes to diversity. If a manager teases, tells jokes, or exhibits other behaviors that seem to tolerate or even encourage stereotyping and discrimination, employees will believe that these behaviors are acceptable. On the other hand, encouraging and honoring diversity helps to build a welcoming environment for all staff.
- **Integrate diversity into the mission statement:** Policies and procedures that promote cross-cultural interaction should be based on a mission statement that includes diversity goals. That way, everyone can see how important diversity is to the business.
- **Encourage studying and using different languages:** If employees speak different languages, especially in the kitchen, everyone has an opportunity to learn from each other. Learning at least a few key words of the languages spoken by other employees can be helpful to getting work done and building relationships. Additionally, many operations offer educational assistance to employees who want to study English.
- **Use multilingual materials:** Using posters and charts printed in the languages spoken by staff also improves communication, and offering training in relevant languages ensures that all employees learn important knowledge and skills. Orientation materials should also be provided in more than one language. These multilingual materials also show the value of diversity in an operation.

## *Respectful Workplaces*

Two critical aspects of a positive work environment are respectfulness and equal treatment for all employees. Everyone in an operation must understand what a harassment-free environment means. In a **harassment-free environment**, complaints are handled appropriately and a workplace that respects all employees is supported on an ongoing basis.

**Harassment** happens when slurs or other verbal or physical conduct related to a person's race, gender, gender expression, color, ethnicity, religion, sexual orientation, or disability interferes with the person's work performance or creates an unhealthy work environment. Figure 8.2 is an example of one type of unwelcome physical contact between employees.